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ABSTRACT

Fundraising is a growing responsibility for many academic library directors. Since the mid-1980s, large research libraries have employed development officers to help write grants, oversee special projects and expand the individual and corporate donor-base of the library. Smaller academic libraries cannot hire fundraisers. Directors and staff members in these institutions need to find development opportunities that they can handle along with their other responsibilities. They also need to cooperate with the existing development personnel at their institution. This project assesses the type(s) of fundraising activities that are appropriate for the director and/or staff of a seminary library. The literature review summarizes general principles of fundraising that are appropriate to any library effort, and highlights activities that are especially helpful to theological or other special libraries. The paper includes information on fundraising responsibilities in six other Protestant seminary libraries in Ohio. It analyzes Winebrenner Theological Seminary's (WTS's) current development policies and practices, and evaluates the fundraising potential of the WTS library. Finally, the paper outlines a practical strategy for involving the library in fundraising for the seminary. (Contains 16 references.) (AEF)

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INTRODUCING FUNDRAISING TO A SEMINARY LIBRARY

A Master's Research Paper submitted to the
Kent State University School of Library
and Information Science
in partial fulfillment of the requirements
for the degree Master of Library Science

by

Gene Crutsinger

November 15, 1999

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CHAPTER 1

INTRODUCTION

Since the late 1970s fundraising has emerged as a significant responsibility for directors at large academic libraries. Budget cutbacks at many institutions have forced various parts of the schools to compete for financial resources. Many large research libraries began to employ their own development officers in the early 1980s.

Presently, many smaller universities, colleges and seminaries do not require fundraising from their library staff. The school supports the facilities, collection development, and implementation of information technology out of the general budget. This arrangement is becoming more and more difficult to maintain, especially if the library attempts to keep pace with new forms of information technology. The situation raises the question: How can library administrators at smaller academic institutions participate in planning and carrying out fundraising in the context of their school?

Purpose of the Project

The purpose of this project is to assess the fundraising opportunities and capabilities of a small academic library. The Winebrenner Theological Seminary library follows the typical pattern for smaller academic institutions. The library director and staff supervise the development and cataloging of the collection. They have brought a respectable amount of technology into the library. Neither the director nor the staff has specific fundraising responsibilities at the present time. But they will need to help the seminary plan and carry out future development projects.

The analysis from this study will identify viable projects for the library staff to undertake, and suggest a reasonable timeline for these activities. This research will be helpful to library directors at similar institutions who are faced with identifying ways they can contribute to the development of their institution.

CHAPTER 2

LITERATURE REVIEW

Fundraising has been an issue in American libraries since the earliest times. Some of the first public access libraries depended on subscription fees charged to patrons. Frontier libraries sometimes rented materials to their patrons. These fundraising techniques were precursors of the kinds of efforts seen in public and academic libraries of the present. The focus of this project addresses the pursuit of financial resources outside of charging fees and applying for grants. It includes efforts that are made to solicit financial gifts from individual and corporate donors. This is a relatively new activity and responsibility in academic libraries. Much of the literature on fundraising in academic libraries has been published in the last fifteen years.

Bibliographies

Library literature contains some early material related to financial development. Lorna Peterson documented this material in her work, *Fund raising for libraries: a selective bibliography.* [1] This first appeared in 1985 and was updated in 1989. Peterson notes a 1938 article published in *Library Journal* titled "Fund Raising Methods Studied." She also cites an article by A. J. Eaton titled "Fund Raising for University Libraries" that appeared in *College & Research Libraries* in 1971. It is one of the earliest works to

[1] Lorna Peterson, *Fund Raising for Libraries: A Selective Bibliography* (Moticello, IL: Vance Bibliographies, 1985).

address development work in academic libraries, and is mentioned by several writers more recent literature.

Peterson's 1985 edition listed forty-seven entries that related specifically to fundraising in libraries. Twenty-one of those articles related to grant and foundation proposals. The other entries related to various other forms of development, including solicitation from donors. Peterson also cited thirty-four additional pieces devoted to the general principles of fundraising without specific reference to libraries.

Books

Peterson's bibliography provided a basic resource to locate early articles on fundraising in libraries. Newer resources began to appear in 1984 when Sul H. Lee edited *Library Fund-Raising: Vital Margin for Excellence*. This was part of a Library Management Series that Lee worked on in the late 70s and into the 80s. Lee joined five separate essays that reflected various aspects of development work at the time. His own introduction included the sound principle that "Fundraising is normally very individual in approach and often situational."[2]

One chapter focused on locating and applying for grants, while another examined the benefits of trusts. Two of the chapters addressed the kind of activities that would lead many university libraries to maintain their own development staff. Warren B. Kuhn offered "Excellence in the Eighties: The Fund-Raising Experience at Iowa State University." He acknowledged the need for leadership from the top university and library administrators. Robin Downes contributed a helpful essay titled "Integrating Fund-Raising into the Administration of University Libraries." Downes made several

[2] Sul H. Lee, *Library Fund-Raising: Vital Margin for Excellence* (Ann Arbor, MI: The Pierian Press, 1984), p. ix.

basic observations that came out of general fundraising techniques. The author also stressed the importance of a strong Friends of the library group. Establishing and using Friends groups is a consistent theme in much of the development literature.[3]

The first title to appear in the 90s is *Raising Money for Academic and Research Libraries: A How To-Do-It Manual for Librarians* edited by Barbara I. Dewey. She notes that 1987 marked the beginning of the Development Officers of Research Academic Libraries, North America (DORAL, N.A.).[4] This group consisted of development officers who concentrated on the needs of ARL libraries. They were professional development officers, not librarians. This indicates the clear move for academic libraries to enter the fundraising field.

Dewey highlights four key activities for library development. First, the library must educate people about its needs especially important to develop the support of key administrators. Second, library development staff must also network with other institutional development people and grant writers. Third, the development staff must engage in strategic planning that will articulate programs and needs clearly in terms of campus priorities. Finally, effective development efforts will have a clear method of implementation. The people responsible will be skilled in the various techniques of fundraising. They will keep current in the literature and workshops on the subject. The library director should be involved with the staff to identify and cultivate donors.[5]

The manual contains eight distinct chapters. They deal with typical fundraising issues like writing a development plan, donor identification and relationships, and

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[3] Ibid., pp. 1-14 & 39-46.
[4] Barbara I. Dewey, *Raising Money for Academic and Research Libraries* (New York: Neal-Schuman Publishers, Inc., 1991), p.ix.
[5] Ibid., pp. ix-xvii.

planned giving. A chapter by Joan Hood contends that the Friends group is the "core of the development program" because its members can expand the circle of potential donor to the library. The final chapter by William R. Mott addresses the public relations aspect of fundraising. Mott emphasizes the need for all communication to support the mission of the supporting institution and the library. His chapter draws on the ideas of Dwight F. Burlingame, who has done extensive work in the area of fundraising, especially as it relates to libraries.[6]

In 1992 two works appeared that are helpful for this study. First, Hwa-Wei Lee and Gary Hunt published *Fundraising for the 1990s: The Challenge Ahead: A Practical Guide for Library Fundraising: From Novice to Expert*. This is a very basic manual that helps readers plan a step-by-step fundraising program. Lee and Hunt apply standard development principles to the library environment. Their program relies on seven questions borrowed from the work of Dwight Burlingame that are used to test the readiness of a development program. The first and last questions may be the most important. The first asks, "Does the library have a strong institutional image with a plan for the future?" The last question asks, "Are you convinced you have a case and are prepared to write a case statement?" The other five questions explore the support base, donor research and funding available for the development program.[7]

The second 1992 book is *Becoming a Fundraiser: The Principles and Practice of Library Development* produced by Victoria Steele and Stephen D. Elder. This is a standard reference for later books and articles about library fundraising. Steele and Elder begin with a reference to A.J. Eaton's 1971 article on library fundraising (see above).

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[6] Ibid., pp. 11-26 & 103-116.

They note that there is a small amount of literature on the subject. Their work provides a substantial summary of the most important issues.

Steele and Elder state that all library fundraising should follow two primary principles. First, it should seek consonance between the donor's wishes and the library's needs. This simply means that a successful donor relationship depends on matching the giver's interests with the goals of the library. The second major principle is that the gifts a library receives should free the institution to pursue its goals. A development officer or director should be very careful when a gift includes restrictive stipulations about its use.

Becoming a Fundraiser contains ten chapters that relate to different aspects of library development. The first two chapters cover a personal assessment and some basic concepts used in any fundraising situation. The personal assessment helps a person determine his or her own suitability to the unique task of financial development. Chapters three and four address the challenge of developing an appropriate staff for fundraising and the task of designing a thorough plan for all activities.

Chapters five through eight analyze various fundraising situations. Steele and Elder explain the major gift process, the role of Friends groups, special events and soliciting support from foundations, corporations and planned giving prospects. The final two chapters discuss public relations and future trends. The authors observe that "If librarians what to have a role in shaping the future of libraries, they will have to engage in fundraising".[8]

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[7] Hwa-Wei Lee and Gary Hunt, *Fundraising for the 1990s: The Challenge Ahead: A Practical Guide for Library Fundraising: From Novice to Expert* (Canfield, OH: Genaway & Associates, Inc., 1992), pp. 9-10.
[8] Victoria Steele and Stephen D. Elder, *Becoming a Fundraiser: The Principles and Practice of Library Development* (Chicago: American Library Association, 1992), p. 127.

This text by Steele and Elder provides the best overview of the various aspects of library fundraising. In their 1998 book *Fundraising and Friend-raising on the Web* Adam Courson-Finnerty and Laura Blanchard explore the Internet as a source of library development. They omit any discussion of the basics since "that task as been ably covered in *Becoming a Fundraiser*...by Victoria Steele and Stephen D. Elder."[9]

Noted fundraising expert Dwight F. Burlingame published *Library Fundraising: Models for Success* in 1995. Burlingame has contributed numerous books and articles on fundraising subjects. This text consists of seven essays from different authors who write about their activities in public and academic libraries. Several chapters explain fundraising in large library systems, while two others address development is a small college and small public library.

Specific projects found in the chapters may not relate to a reader's context, but many of the principles are applicable regardless of the size of the situation. For example, Murray Martin's discussion of the Tufts University renovation project may not parallel another library's need, but his summary of basic lessons is helpful to any reader. Martin reminds readers that fundraising projects must be kept simple. Problems are inevitable, but proper planning and flexibility will help one overcome them. He observes that cooperation within the library and with other development staff is essential. Finally, appropriate and consistent acknowledgement of donors is essential to the project.[10]

Most recently Adam Corson-Finnerty and Laura Blanchard co-authored *Fundraising and Friend-Raising on the Web*. This text forces readers to think about the

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[9] Adam Courson-Finnerty and Laura Blanchard, *Fundraising and Friend-raising on the Web* (Chicago: American Library Association, 1998), p. 5.
[10] Dwight F. Burlingame, *Library Fundraising: Models for Success* (Chicago: American Library Association, 1995), pp. 13-24.

impact the Internet is having on public relations and fundraising for libraries. It is an innovative text that includes an interactive CD in the back of the book. Much of the book can be accessed on the Internet at the following URL: http://www.fund-online.com/alabook/welcome.htm.

Corson-Finnerty and Blanchard rely on the Steele and Elder text for the basic elements of library fundraising. Their conviction is that "libraries and other non-profit organizations should move toward a "wired" or "web-centric" communications model".[11] The term web-centric means that a library, or other non-profit organization will always start its communications with the web in mind.

Fundraising and Friend-raising does not provide new insights for assessing needs, planning a campaign or asking for gifts. It helps librarians plan and implement a web-site if they do not already have one. It will also cause directors and development officers to think about the presence a library can establish through the Web, and how that presence can increase the donor base of their library. The authors explain that:

> A wired development office, therefore, is not an office that uses the web exclusively to communicate with its constituency. Rather, it is an office that uses the web to plan, organize, design, and advance your entire communications strategy. It is an office that thinks of every scrap as a potential building block, whether that scrap is a picture, a well-turned sentence, a floor plan, a drawing, a music segment, a taped interview, or a video clip. It is an office that is aware of the multi-point and multi-dimensional qualities of web-based communications, and which achieves a new synergy between print and electronic media.[12]

Since this project addresses fundraising that relates to individual and corporate donors the literature review does not detail the many resources that relate to grants and grant writing. One important source should be mentioned as a reminder that grants are a

[11] Courson-Finnerty and Blanchard, p. 6.
[12] Ibid., p. 112.

major source of funding for different types of libraries and library projects. The Taft Group publishes *The Big Book of Library Grant Money* each year. This book provides a comprehensive listing of grants that are available to libraries. Several of the titles mentioned above include chapters explaining how to research grants and write effective proposals. Barbara Dewey's *Raising Money for Academic and Research Libraries* and Dwight Burlingame's *Library Fundraising* each contain discussions of this subject.

Periodicals

Periodical literature on the subject of library fundraising is growing. A key article is Dwight F. Burlingame's "Fundraising as a Key to the Library's Future" that appeared in *Library Trends*.[13] He explains that the current emphasis on development in libraries began in the 1970s when many institutions experienced significant budget cuts. This helps explain why his earliest reference is the 1971 Eaton article noted above. Burlingame's article cites a number of studies including the books by Dewey and Steele listed above. Most of the references are dated in the early 1990s. This demonstrates that intentional development activities are relatively new activity in academic libraries. One is reminded that the DORAL, N.A. group was organized in 1987. Like other books and articles, Burlingame includes references to more general works on fundraising without specific attention to the library context.

Burlingame believes that fundraising has become an inevitable part of library activity. He explains the benefit of a carefully constructed development process. He states that "Going through the process of setting up a library development program will clarify and enhance one's understanding of the organization's mission. Strategic planning is one method to arrive at the goals—what you want to achieve; objectives – how you

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arrive at the goals; and the services – methods you use to achieve the above."[14] These principles are a fairly consistent refrain throughout the literature on fundraising in libraries. A development effort must address the mission of the library, and it's supporting institution. The effort must have a careful plan, and the plan must employ good fundraising techniques. Such techniques include developing a well-researched donor base and cultivating ongoing relationships with those donors.

There are few entries in periodical literature after Burlingame's 1994 article until 1998. In the past two years *Library Administration & Management* has published some varied articles related to fundraising in libraries. Herbert Snyder produced a two-part article titled "When Fund-Raising Is Too Innovative" in the Winter 1998 edition of *LA&M*. This is a cautionary article that speaks to public libraries that might engage in business activities that would threaten their tax-exempt status.

The Spring 1998 edition of *LA&M* included three pieces related to fundraising in libraries. Charles Kratz, president of the Library Administration and Management Association, devoted his column to the topic of endowment fund-raising. In the same issue Penny Kyker offered "Selected World Wide Web Sites for Library Grants and Fund-Raising." Her article is an annotated bibliography of web sites that help with grant seeking, grant writing and links to various types of fundraising information. Most of the sites are related to grants and foundations, although there are listings of various online philanthropy journals and some university pages that have links to funding resources available to the public. The URL is listed with an overview of the subject matter. Kyker

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[13] Dwight F. Burlingame, "Fundraising as a Key to the Library's Future," *Library Trends*, 42 (3): 467-477.
[14] Ibid., p. 472.

intends to complement earlier lists of web sites that have been made available to library professionals.

The third article in the Spring 1998 *LA&M* is Stanley E. Gornish's "How to Apply Fund-Raising Principles in a Competitive Environment." This is a very practical piece that summarizes some major points of fundraising. It offers a condensed version of the principles found in Steele and Elder's *Becoming a Fundraiser*. Gornish reminds potential fundraisers that they must know themselves as well as their donors. Fundraisers are not salespeople, they are facilitators who assist donors to identify and support their own interests. Keeping the donor's interests in view is a primary responsibility for any fundraiser.

Gornish also asks some simple questions that should be considered before a library attempt to begin any type of development activity. First, "What is the culture of your library community?" People should consider what methods will work best in their environment and with their donors. Next the staff should consider "What is your experience and orientation using the method you've chosen?" Third, "Are volunteers available?" Finally, "Do you have sufficient funds to execute the particular plan you've chosen?"[15] These questions are similar to assessment tools found in other works, such as Lee and Hunt's *Fundraising for the 1990s* (cf. p. 9).

In the Summer 1998 edition of *LA&M* Eric W. Johnson interviewed Susan Kent on the subject "Fund-Raising and the Library Director." Kent is the city librarian for the Los Angeles Public Library. Johnson's questions allow her to address some of the major issues regarding fundraising a director faces. Many of Kent's answers come from basic

[15] Stanley E. Gornish, "How to Apply Fund-Raising Principles in a Competitive Environment," *Library Administration & Management*, 12 (2): p. 101.

fundraising principles that can be found in other books and articles. The interview helps illustrate how those principles can be applied in a large library. Johnson also asks Kent to share some basic thoughts for libraries that have no formal development program. Her answer focuses on knowing the community around the library and getting education and ideas from people who are experienced and successful at fundraising.

The Fall 1998 issue included an article by Barbara Kemmis titled "Changing Trends in Library Fund Raising." This article includes references to articles and books on the issue of library fundraising that have appeared since Burlingame's 1994 article in *Library Trends*. Kemmis notes that Friends groups are important elements in library fundraising, but development staffs also pursue individual and corporate donors, planned giving, and endowment gifts.[16]

She describes some of the challenges facing library fundraisers. The first is how to present the uniqueness and the needs of the library in ways that attract donors and grant makers. Another challenge relates to libraries that work with corporate sponsorship. Both parties need to understand the expectations and benefits that can be found in the relationship. A third challenge relates to the need for increasing technology. This has become one of the major influences on library fundraising. Libraries have benefited from technology, but there are costs involved in order to keep pace with new developments. Kemmis notes the work of Adam Corson-Finnerty, who is emerging as a pioneer in the use of the Internet for library fundraising.

Kemmis's article concludes with a good summary of the subject of library fundraising. She states that "librarians must learn fund-raising techniques from other

[16] Barbara Kemmis, "Changing Trends in Library Fund Raising," *Library Administration & Management*, 12 (4): p. 197.

nonprofit organizations." They must also "examine their programs and be aware of major philanthropic trends."[17]

Electronic Resources

The Internet offers many sites that can contribute to effective fundraising. Adam Corson-Finnerty and Laura Blanchard document this in their work, *Fundraising and Friend-raising on the Web*. Undoubtedly the Internet will produce an increasing number of opportunities for libraries to pursue development.

Another extremely helpful source of current information is the LIBDEV list distributed by the LISTSERV.ARIZONA.EDU. This list is devoted to concerns about types of activities and how to conduct them on behalf of the library. One discussion in August and September 1999 addressed the issue of Library Friend's groups. Several large universities have discontinued their Friends association. The development staffs determined that the group required more funds to maintain than it supplied for their libraries. This was an interesting and timely discussion since most of the print material asserts that Friends groups are crucial to library fundraising.

Another discussion focused on "prospecting," i.e. developing a profile of eligible donors and planning how to cultivate the relationship with them. This is standard practice in fundraising, but this discussion related it specifically to donors interested in libraries.

The LIBDEV list is an excellent resource because it is current, and because it is a conversation among people who are constantly active in fundraising for libraries. They readily share what works, and what doesn't work for them. The Library Administration

[17] Ibid., p. 199.

and Management Association (LAMA) also supports a list. It is not as active as the LIBDEV list, and it does not focus exclusively on fundraising issues.

Summary

The basic principles of fundraising do not change in the library environment. The library director and/or development officer must have a clear sense of the library's mission. She or he should formulate the specific needs of the library and prepare a clear case statement to present to donors. The major work involves identifying and cultivating donors who will see the library's need as their opportunity. The most productive fundraising efforts come from personal relationships with individual donors. Once a gift is given the library development staff must be careful to acknowledge the donor and maintain the relationship that has developed.

Libraries offer some specific opportunities for donors. Major campaigns can address construction, renovation, or technology upgrades. Collection endowments are also frequent library projects. One discussion on the LIBDEV list allowed development staff members to share their policies for giving donors their own custom bookplate. Several libraries consider a gift of $10,000 the standard for such recognition. There are always collection projects or other special needs that can be presented to donors. Sul Lee observed that fundraising is usually individual and situational. In the contemporary public and academic library environments fundraising must also be intentional and productive.

CHAPTER 3

METHODOLOGY

The assessment began with an analysis of the development principles and practices that have been used at other academic libraries. This was accomplished through a review of the available literature addressing fundraising in academic libraries.

The next step was a survey of the fundraising activities undertaken at the six Protestant theological institutions in the state of Ohio besides Winebrenner. A set of questions was sent to each of the library directors. Three responded with phone calls and three replied using email.

The third element in the assessment is an analysis of development activities at the seminary. This includes a summary of the development plan for Winebrenner Seminary. This material came from discussions with the President of the seminary, the development staff and the plan for the upcoming capital campaign. The assessment also examines the fundraising capacity of the library. It notes the library's strengths and weaknesses, and considers its present and prospective donor audiences

Finally, the input from these elements contributes to a suggested plan for seven specific fundraising projects that can be done by the library director with limited assistance from the library staff. The plan includes descriptions of the activities and a general timeline for their implementation.

CHAPTER 4

DATA ASSESSMENT

Fundraising at Other Protestant Seminaries in Ohio

One source of information about fundraising is consultation with other librarians. The library directors of the six Protestant seminaries in Ohio were contacted about their development responsibilities. There are also several Catholic schools in the state, but the financial support of Catholic schools operates differently from Protestant schools, so it would not be a helpful comparison for Winebrenner's situation.

Library directors at Ashland Seminary, Cincinnati Bible College & Seminary, Methodist Theological School, Payne Seminary, Trinity Seminary, and United Seminary received a short survey. Five of the schools were contacted by email and three replied in the same way. Two directors did not respond to email and were followed up with phone interviews. The sixth director did not have email, so the questions were posed in a phone interview.

Each director was asked to answer the following questions: Do you have fundraising responsibilities? How much time do you spend on development? Do your efforts benefit the library directly, or are your gifts directed to the general fund of the seminary? What is your most/least successful activity?

None of the six directors has any specific fundraising responsibilities, so the three follow-up questions were not applicable. This was not a surprise. Fundraising is a

relatively new activity in academic libraries. Generally it is a responsibility in larger institutions. Most seminaries in North America are small by comparison, so development is done on behalf of the entire institution. The library may be the object of some special projects, but the seminary's general development activity manages that fundraising.

Four directors mentioned that their libraries maintain a used book sale. The staff receives many gift donations. Some of those gifts can be added to the library. Some are sent to missionary works that need textbooks. The remaining books are placed on a sale rack. The proceeds from this used book sale remain in the libraries and are used for purchasing some special books or are added to the collection budgets.

Two directors stated that at times they and other staff members volunteer help in general fundraising campaigns for their seminary. This work includes preparing mailings and making some telephone calls. These activities are not required, and the funds raised go to the school's general fund, which in turn supports the library.

One director explained that library fundraising was not part of his job expectations, but he was consistently active in grant writing. He worked on grant proposals devoted to the entire seminary, not specifically the library. One successful grant involved money for teaching and technology. The library administers the provision of audiovisual equipment, so the director was named the head of the proposal task force. Since that time the director has administered the disposition of the funds received from the grant.

Another director stated that he had no current development responsibilities, but he has had some preliminary conversations with their Development Office concerning starting a "Friends" group. This is interesting for two reasons. Friends groups have

played a major role in early library development activities, and many library fundraisers consider them essential for their work. Secondly, this was the only director to mention such a group. Apparently none of the Protestant seminary libraries have developed this kind of interest group.

Fundraising at Winebrenner Seminary

Development Staff

The seminary president holds primary responsibility for all financial development at Winebrenner. He coordinates all activities, planning fundraising letters, writing grant proposals, and contacting foundations and individual donors to solicit gifts. Various members of the board of trustees assist him by making contacts with potential donors. Two full time staff members carry out the detail work. They prepare letters, send them to printers, and prepare materials for mailing. They also track all donations to the seminary and report donor comments to the president.

There is a budgeted position for a development officer. This person will be employed full time with primary responsibilities for fundraising. She or he will prepare and oversee the mailings to donors. The officer is expected to solicit and follow-up gifts from existing donors, and to expand the donor-base. This person will also have major responsibilities for the oversight of the capital campaign the seminary plans to launch in January 2000. The position has been vacant since January 1999. The president considers filling this position his top priority.

Donor recognition takes various forms. The most direct is the personal visit or phone call from the president. He follows a standard principle that the most time should be devoted to the largest and most consistent donors. Currently he maintains consistent relationships with approximately fifty major donors. These are people who contribute

$10,000 or more per year. There are also donor clubs for other levels of yearly contributions. The Leadership Club includes donors who contribute $5,000 - $9,999. The Harvest Club members contribute $1,000 - $4,999, and the Sower's Club ranges from $500 - $999. Along with personal contact, members in these clubs often receive appreciation gifts such as books, phone calling cards, or other items that convey the seminary's gratitude.

Development Activities

The seminary has various ways of soliciting gifts. The most productive method is the personal request by the president. One fundraising principle that is frequently mentioned is the need to cultivate personal relationships with donors and prospective donors. This is the primary philosophy of Winebrenner's president, and it is a responsibility he handles very well. He spends a significant portion of his time on the phone with donors and traveling to meet with them personally.

Frequent personal contact allows him to provide a significant amount of pastoral care to many donors. Since the seminary's mission is the preparation of persons for the ministries of the church the president is able to model that mission in his fundraising activities. He has opportunities to encourage people and pray with them when they are ill or encountering difficulties. Some of them receive similar care from their local pastors, but many do not have regular contact with a pastor. The president has assumed that role in their lives. His care for these people has led to many outright and planned gifts. These direct-contact gifts account for 25 % of the seminary's total income.

The president supervises all of the fundraising letters. There are four specific fundraising letters per year. These letters often focus on specific needs or projects in the

seminary community. For example, several recent letters have emphasized the need for student aid. Two of these letters are sent to a donor-base of four thousand addresses. This list is based on individuals and churches that have made contributions to the seminary in the last three to four years. The other two general appeals include an additional address list provided by the seminary's supporting denomination, the Churches of God, General Conference. The mailings account for another 25% of the yearly income.

Winebrenner also supports a planned giving program called Lifestyle Giving. The seminary and denominational office share the cost of an estate-planning consultant. Twice a year the consultant conducts meetings for individuals who want to use his planning service. The Lifestyle Giving program produces two mail contacts per year with persons who have expressed interest in the estate planning service. The gifts from this program are realized at various times. The seminary has been included in several estates since the inception of this program.

Winebrenner publishes a newsletter called *The Grapevine* twice a year. This is a public relations piece that keeps donors and alumni informed about various events and people at the seminary. A donation envelope is sent with the newsletter. Income from the *Grapevine* mailings is small, but it is considered part of the overall development plan.

Capital Campaign

Winebrenner Seminary is in the early stages of an $8 million, three-year campaign. It will use $6 million to construct a new facility at a new location adjacent to the University of Findlay campus. The remaining $2 million will cover operating expenses over the same three year period. This campaign makes hiring a full-time development officer even more important. Supervising the progress of the campaign will

be a major responsibility of the development officer, freeing the president for increased contact with donors.

The campaign was designed by an experienced development professional from Ball State University. He is under contract with Winebrenner to serve as a consultant for the campaign and to train the seminary's new development officer. His plan reflects all the principles of sound fundraising strategy. In *Fundraising for the 1990s* Hwa-Wei Lee and Gary Hunt noted that it is important for the library to have a plan for the future. They also asked if the leadership was convinced they had a case for fundraising and were prepared to write a case statement. The master plan for the WTS campaign meets the criteria of Lee and Hunt. It is laid out as a well-detailed case statement for the $8 million drive. The opening title is "Case Statement: A Faithful Past, An Expectant Future." The seminary's plan to move to a new location and new facility, along with the vision to increase the number of students significantly constitute the necessary components of a plan for the future.

The plan for the capital campaign reflects careful attention to sound fundraising principles. In addition to the case statement the plan states key principles that will guide all solicitation. Building personal relationships will be foremost in all efforts. The campaign is organized to include all Board members. It will be led by a separate steering committee that includes some Board members and other major donors in the seminary community.

The consultant has helped the president and development staff to construct a chart for gift reports, and they have developed a timeline for the activities during the three-year time frame. They have also assembled a budget that projects the amount of money

necessary to conduct the campaign. Planning the costs of fundraising is an essential part of sound development practices.

The Library's Fundraising Potential

Relationship to General Fundraising

Winebrenner's annual budget for 1998-99 was $1,369,679. Approximately 50% of that budget came from tuition, goods and services and endowment. The other 50% of the total budget came from donor contributions. The library received $139,775, which is 10% of the budget. The library is a significant expenditure for the seminary, and is very dependent on the success of the seminary's fundraising activities. On some occasions one or more of the four regular fundraising letters have focused on the needs of the library. The president has also made the collection and technology needs of the library part of the proposals he uses in meetings with donors.

Relationship to Capital Campaign

The library will not be a major concern in the capital campaign for the new facility. It is considered in that part of the campaign that addresses institutional operating expenses. The seminary and university presidents have approved plans to combine their two libraries in one facility. The seminary collection will occupy one floor of the existing university facility and the university collection will occupy the remaining two floors. Each library will have its own reference area, but there will be a shared periodical area.

This combination will create some interesting financial relationships. The details of how the two staffs will work together have not been addressed, since the move is not anticipated for approximately three years (2002). The combination of collections will

require the purchase of some compact shelving. The seminary will share a percentage of that expense. The two schools already cooperate financially on a membership to the Ohio Private Academic Libraries (OPAL) consortium. They participate in a common OPAL catalog. The OPAL consortium is also part of the OhioLINK system.

Recently Funded Projects

The library director and staff have not had specific fundraising responsibilities, but the library has received some special financial support in the last three years. The move to OPAL with the University of Findlay required several expenditures.

The seminary contributes $5,000 per year for the first four years to the University to share this OPAL membership. Costs will be revised in 2002. Technical services and the catalog of the seminary library were automated in 1993, but all of the records had to be reformatted in order to fit the Innovative Interfaces system used by OPAL and OhioLINK. The entire collection had to be barcoded for circulation. The cost of smart bar codes for the existing collection and dumb bar codes for new additions came to $3,000. WTS has also incurred some minimal expenses to shift its cataloging to the OCLC CATME program instead of the Bibliofile program it was using.

Technology demands created a major expenditure to put the library online. WTS had no Internet access until the summer of 1998. The cost of installing a T-1 line to the library and the necessary hardware to provide access for librarians and patrons totaled just over $15,000. The monthly charge for the T-1 line is $275, which adds $3,300 per year to library expenses. The library also added four computers at a cost of $600 each during the 1998-99 academic year. Three of these machines were purchased with funds

from the sale of duplicates and other used books available after the collection was barcoded.

Another important project related to collection development. In 1997 the seminary applied to the North Central Association (NCA) and the Association of Theological Schools (ATS) to begin offering a new Doctor of Ministry degree. In November 1997 a joint visitation team evaluated Winebrenner's application. They recommended specific attention to the seminary's collection. In response the Board approved a $10,000 increase in the materials budget for the library. This was approved for the 1998-99 year and has also been approved for 1999-2000. This increase is devoted to books and serials to support the doctoral program. It does not reduce the standard materials budget the library has for its undergraduate and masters programs.

The new technology and collection costs were taken from the general fund. The president raised most of the money by soliciting special gifts from donors to cover the added expenses.

Strengths and Weaknesses of the Library

The Winebrenner Seminary Library is one of the largest theological collections in Northwest Ohio. Patrons regularly travel from Toledo, Tiffin, Lima, and other surrounding communities to do research. It is also one of the few theological libraries in the OhioLINK system. Book circulation has increased noticeably since the catalog was added to the OPAL and OhioLINK networks. The special character of the seminary library makes it a unique and useful resource in Northwest Ohio and throughout the state.

That special character also limits its audiences. Few patrons come to browse the collection looking for some recreational reading. They use the library to prepare for

teaching situations, sermons, worship services, or other ministry situations. The library has records for approximately 400 active patrons. About 30% of this group are students from the seminary and University of Findlay. Another 30% are pastors and ministry professionals in the region. The remaining 40% are laypersons from the Findlay area who use the library for personal research.

The library needs to publicize the unique strength of its collection to attract a larger patronage. This could be accomplished by developing special points of interest within the collection itself. For example, five years ago the library received a large portion of the personal library of a distinguished Old Testament professor. The collection contained some rare volumes that are very attractive to scholars working in Ancient and Near Eastern Studies. WTS needs to strategize ways to publicize these resources and attract scholars to the library to do research.

Another possibility is to explore some cross-disciplinary resources. Art history students from the University of Findlay have found useful resources in some of the seminary's volumes on the ancient Near East. The library could also collect resources that address the current interest in Christian spirituality in popular culture. The seminary is sponsoring a lecture series in April 2000 that will feature an author who is noted for his work on spirituality within Generation X. These kinds of resources appeal to scholars working in areas like Pop Culture Studies at Bowling Green State University, as well as to people in ministry that face more practical issues based on the same subject matter.

These ideas address the need to increase the people who are aware of the library. They are likely to become donors themselves. Or they might help the seminary

development staff identify other people who would see the library as a worthy opportunity for their giving.

Present and Prospective Donor Audiences

The present donor-base must be carefully defined. Patrons are always a primary consideration. Many of the WTS library's patrons are students. They generally do not have large financial resources. They demonstrate their appreciation for the library financially in important ways. The twelve-person senior class of 1999 donated a class gift of $200 to the library. The gift was used to purchase a theological encyclopedia for the reference area.

The library also maintains an ongoing used book sale. These volumes come from private book donations that are not added to the general collection, or from books that have been withdrawn from the collection. Students and community patrons purchase many of these volumes. Usually the sale makes between $200-$300 per year. In 1998 the staff barcoded the collection and withdrew a substantial number of old books and duplicates that were no longer needed. That sale brought over $800 and helped the library purchase two new computers for the circulation desk and technical services.

Some community patrons make financial donations to the library. These gifts are usually under $50. The library is allowed to use these gifts for special projects, they do not have to be placed in the general fund. The largest current donor audience is alumni and Church of God members who place memorial gifts in the library. WTS receives several gifts each month in memory of pastors or church members who died. These gifts are used for the general collection. The donor receives a letter of thanks that explains

that their gift purchased a specific book, and that a book plate has been placed in the book naming the person remembered.

Many donors from the supporting denomination, the Churches of God, General Conference, make regular gifts to the library. These gifts are contributions to the seminary's general fund that are designated to support the library. This is a relatively large number of donors in comparison to the other groups mentioned above, but they should not be considered as exclusive library donors. They understand their contribution as a gift to the seminary for the specific purpose of helping the library. As the library staff members begin to think about potential fundraising activities they must be careful not to repeat solicitations to donors who are already supporting the seminary.

There are two groups that offer potential donors to the library. The first are community patrons from the Findlay and Northwest Ohio area. Some of these people use the library regularly. The director or a staff member could cultivate a relationship with some of these patrons, especially those who show an interest in a particular part of the collection. These prospects might be interested in contributing to the collection in a regular way. They might also be interested in establishing an endowment for the library collection. Presently the only endowment at Winebrenner contributes to the general fund and student aid. The library needs to develop opportunities for people to establish small endowments that could contribute one or more volumes a year to the collection.

Some of the community patrons might also be interested in supporting some of the technology needs of the library. Now that the catalog is online they can search from remote sites and only come to the library to pick up their selections. This convenience

might spark their interest in the opportunity to help support and improve the quality of online services.

Another group of prospective donors is non-Church of God alumni. As members and pastors in the supporting denomination, Church of God alumni of the seminary receive individual fundraising letters and appeals sent to the denominational churches. Non-CGGC alumni receive individual letters, so the library would need to be careful about duplication. But these alumni might be interested in special projects related to the library more than solicitations for operating expenses and student aid.

CHAPTER 5

CONCLUSIONS

A Fundraising Strategy for the WTS Library

Based on current literature, interviews with other seminary library directors, the Winebrenner development plan and the library's strengths and donor-base the following projects will effectively introduce fundraising to the library. Two factors help place these activities in a manageable perspective.

First, most of the projects do not require significant new training or funding. Items 1-3 are activities that are already part of the library's experience. Items 4 and 5 can be done with a minimum of new effort and expense since they take place in the Findlay community. Only items 6 and 7 are projects that will require some new plans and training for members of the library staff.

Second, there will be a major transition in the position of library director. In January 2000 the seminary will have its first full-time, MLS-trained librarian in its 57-year history. This person will complement the existing full-time staff of three people. The expertise and time this person brings to the library will have a significant impact on the staff's ability to implement some new projects in the direction of fundraising.

Project #1: Maintain the used book sale

Former students and local pastors frequently donate their used books to the library. These are always evaluated for addition to the collection. Any volumes that are

not added are placed on a used book sale cart. The proceeds from this sale are forwarded to the business office and credited to the library budget. Presently the sale rate is $1 for a hardback book and $.50 for a paperback. The earnings from this sale fluctuate with the number of book donations the library receives, but the library has earned over $200 each of the last two years.

When the collection was barcoded the staff withdrew a number of older books and duplicates. These were priced individually because some of the volumes are still in demand and were worth far more than the usual used book prices. The library made over $800 in a two-week period on that particular sale.

The used book sale could produce a larger contribution by simply doing more careful pricing of the books that are placed on the cart. There will be many volumes that should still be priced at $1 or $.50, but there are other books that could be priced at $2-$5 and would still be a bargain to students or community patrons. The library director can cooperate with the acquisitions librarian to determine what books are of greater value. These could be priced individually before they are made available. This income could be tracked through the sales receipts and designated to a special fund. At the end of each calendar or fiscal year the fund could be released for use by the library staff.

Project #2: Provide direct donor recognition

Winebrenner's current practice is to send a letter of thanks for any donation from the development office. Gifts that are designated for the library are recognized by this method. Also, the development staff also acknowledges gifts given to place a book in memory or honor of someone.

It would be more effective for these acknowledgements to come directly from the library. This is a simple method of cultivating relationships with donors. The letter can thank the donor for their gift and briefly explain some of the important work of the library. The donor will have a better sense of how they have participated in making the library more effective. Similarly, when memorial or honorary gifts are acknowledged the library could send a copy of the bookplate that is used. This helps the donor visualize the memorial they made possible.

Thank you letters from the director and library staff will also help them become familiar with the names of donors. On those occasions when donors visit the library the staff will be able to acknowledge them more readily and sincerely. Many of these donors are members of churches in the CGGC denomination. The director is going to have opportunities to visit many of these churches on behalf of the library. Gaining familiarity with the names of donors will make his visits more personal and effective.

Project #3: Attend the East PA volleyball tournament regularly

Since the early 1980s several churches in the East Pennsylvania Conference of the Churches of God have sponsored a volleyball tournament on behalf of the Winebrenner Seminary Library. The tournament involves over sixty teams from 40-50 churches near Harrisburg, PA. The tournament raises over $1000 each year for the library collection. The seminary is represented by a number of alumni who pastor the churches involved. On occasion the president or a faculty member have attended the tournament to share a devotional and communicate the seminary's gratitude. There have been some years when seminary students formed a team and traveled to the Harrisburg area to participate in the tournament.

The library staff has not attended the tournament. The three staff members are hourly employees and the seminary cannot cover their expenses for the trip to Pennsylvania. The previous library directors have also been faculty members who were unable to include this weekend trip in their schedules. With the hiring of a full time director the volleyball tournament should become a higher priority as a development activity. This event is probably the largest designated contribution to the library. It is an important opportunity to educate people in the supporting denomination about the collection and services in the seminary library.

Project #4: Develop publicity on behalf of the library

The library director needs to coordinate some work on publicizing the resources available at the seminary library. The patron records indicate that pastors and other local people make regular use of the library once they know of it. Good publicity will expand this number of community patrons.

The library should prepare a simple brochure describing its location, hours, web address and the resources that are available. This could be mailed to several audiences in the seminary database. There is one list of 70 churches that are in the immediate Findlay area. Another list covers over 2,000 churches in a fifty-mile radius. This list could be used to locate churches in a closer area in reasonable driving distance to the school.

A web page is another immediate need for the library. The present director constructed a preliminary page, but was not able to get it put on the server. This project is more important now that WTS participates in OPAL and OhioLINK. Both organizations encourage libraries to have web pages for communication purposes. The University of Findlay just produced a library web page in August 1999. It makes

reference to the Winebrenner library, but the link does not lead to our own information page. In light of Adam Corson-Finnerty's work the web page is rapidly becoming a potential source of fundraising in addition to being a consistent source of publicity.

Another focus for publicity could be the wider local community. The brochure to Findlay churches will help, but the library needs to explore other avenues as well. It might be worthwhile to run some ads in the local paper several times a year. The seminary advertises its courses before each semester, and receives enough calls and registrations to cover the costs. An ad that offered the library services to the community could increase patronage.

In May 1999 the seminary hosted the Hancock Leadership program. This is a group of twenty-five local professionals who meet once a month to learn about various facets of the Findlay area. The seminary was included in the education-day program. The dean/library director welcomed the group and led them on an interactive tour of the OPAL/OhioLINK catalog. Several members of the group signed up for patron cards as a result of the demonstration. The incoming director can work with other administrators and the admissions department to create similar opportunities to acquaint local groups with the library. The important point is that the development staff and library staff must work together to find ways to present the library in order to expand the patron and potential-donor base.

Project #5: Develop a relationship with the Directors of the University and local public library

The first part of this project is already in process. The director of the University of Findlay's Shafer Library has worked on two cooperative projects with the seminary

director. The first project involved the OPAL consortium. The two administrators collaborated on information to OHIONET for the catalog. They also developed a financial plan for Winebrenner's contribution to the OPAL membership.

The other project involved a study regarding joining the two libraries. The seminary plans to move to a location adjacent to the university. The two directors worked together to produce a report and recommendation to house both collections in a common facility.

While there is a natural relationship with the university director, the WTS director needs to establish a relationship with the director of the Findlay/Hancock Public Library. There is good potential for cooperative projects between the three major libraries in Findlay. This is especially true because of the library network projects like OhioLINK and OPLIN. The OPLIN project is already collaborating with the school network, INFOhio. Library experts are working on cooperative programs between these two networks and the OhioLINK system. The seminary, university and public library directors can begin working on their relationship in anticipation of the future opportunities that these networks may provide. A positive relationship with the public library would also allow the seminary to advertise its resources there, and the public staff could encourage patrons looking for religious materials to use this local resource.

Project #6: Develop some special projects to appeal to donors

One important fundraising principle is that institutions must have a clear proposal for the donor to consider. The seminary president maintains a constant portfolio of projects that he presents for donors to consider. The seminary librarian needs to establish a similar portfolio. These do not need to be major projects requiring gifts of thousands of

dollars. One project might be a endowment fund that would provide one or two new volumes per year in memory of someone. A gift of $500 to $1000 might establish this kind of fund.

Another project might focus on a special collection within the library. The current director has explored the possibility of building a popular film collection based on movies where ministers play a major role. A donation of $250 would help start this special collection.

The director needs to work with the development staff of the seminary to think about the kinds of projects that will contribute to the overall mission of the institution. Library projects should never be a threat to other seminary needs, but they can provide donors alternate opportunities when other needs do not appeal to their interests.

Project #7: Research and apply for library grants

Grant writing is automatic for many librarians. Grants have been, and continue to be, a major development resource for public and academic libraries. It is important that the incoming director devote some of his time to developing some grant proposals. Penny Kyker's article on grant web sites demonstrates that opportunities can be found without leaving one's office or investing in expensive grant resource books.

The American Theological Library Association (ATLA) and the Ohio Theological Library Association (OTLA) also provide information about grant opportunities. The new director will have time to participate in the activities of these organizations and can investigate grants that are open to these associations.

Opportunities are available if someone has the time and imagination to submit an effective proposal. The OTLA received a grant this year from the Ohio Humanities

Council to sponsor a special program for their fall meeting. The libraries of the three seminaries in Columbus (Methodist Theological School, Trinity Lutheran and the Pontifical College Josephinum) received a Lily Grant to develop a common online catalog between the three libraries. There are also local foundations in Findlay that the seminary can investigate. These local foundations might be open to a cooperative effort from the seminary, university and public libraries that could provide resources as well as good publicity.

A Timeline for development activities at the WTS library

Many of these projects are already underway. The procedure for them will involve establishing some regular meetings to build and maintain relationships. The director can contact the development office for a list of donors who take special interest in the library. As donations arrive the director can be notified and begin to respond to these donors with personal calls or letters. He can also find out the dates for the volleyball tournament and strategize how the library will have consistent representation at the event.

Publicity can be coordinated with the admissions office. Late summer would be a good time to advertise the library in the local community. Schools are starting up, and many local churches begin new programs and classes in September. The seminary can make their resources available to these audiences as they begin the new academic year. The web site should be an immediate project for the director. The university library staff has offered to assist the seminary with building and loading a library web page.

Meetings with the university director should occur quarterly. A lunch or breakfast meeting allows for a relaxed atmosphere, but also an intentional time to discuss

issues relevant to both libraries. As the seminary's move becomes a reality the two directors will have many meetings to plan the integration of the two collections and staffs. They will need to develop further meetings between their staff members to extend positive relationships throughout the two libraries.

The relationship with the public library director could be established and maintained through two meetings a year. Late summer would be one time so that the public library staff could be reminded of the resources of the seminary library as the school year begins. A lunch in January or February might afford a good time to share about events and plans for the respective libraries, and to strategize a common project.

The new director may have some ideas for special projects. He should establish at least two profiles that he could present to prospective donors and attempt to complete one of those projects at least every two or three years. Finally, the library should research and be involved in at least one grant proposal each year. This will help the entire seminary community explore grant opportunities that it may be overlooking.

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